



# Demand Management Plan

03/07/2017

### **The Blackpool Ambition**

- Building confidence to ensure children and their families get the right service, at the right time for the right purpose.
- A proactive demand management approach which starts with positive, challenging leadership and ends with building community resilience.
- Developing support which enables children to maintain their community support networks by ensuring placement availability close to home.
- **Reducing the number of Looked after Children by 20% in the year 2017/2018**
- Increasing the quality and consistency of assessments and risk management approaches across the service.
- Having a skilled, experienced workforce of practitioners and managers who provide Early Help and collectively manage risk, meeting presenting needs and preventing unnecessary contacts, referrals and statutory assessments.

### **The Blackpool Challenge**

- How do we deliver lasting, positive, constructive change in a time of resource and performance pressure?
- How do we support families that are able to recognise they have additional need to access the right support at the right time from the right source?
- How do services work together in order to intervene proportionality and appropriately where there is a need to protect children?
- How do we help practitioners to recognise that the wrong level of intervention can be as damaging to children as not intervening?
- How can significantly reducing resources be deployed to have the most impact and achieve good outcomes?

<b>Action</b>	<b>Detail</b>	<b>Responsible Officer (s)</b>	<b>Anticipated Outcomes</b>	<b>Timescale</b>	<b>Comment/ Update</b>
<b>A1</b> New “Continuum of Need” which is in line with thresholds applied by Lancashire and Blackburn with Darwen, to provide continuity for schools, health, police etc. working across organisations agreed at Safeguarding Childrens Board and implemented.	1a CoN agreed by the Safeguarding Childrens Board	Blackpool Safeguarding Childrens Board (via Diane Booth)	More consistent decision making, clarity for partner agencies and internally.	June 2017	New approach agreed at 7 <sup>th</sup> June Safeguarding Board <b>COMPLETE</b>
	1b Revised early help assessment and planning documentation rolled out	Blackpool Safeguarding Childrens Board (via Diane Booth)	Documentation supporting asset based assessment and planning – enabling early help interventions by the right resource and supporting joint working.	Sept 2017	Workshops and roll out of new Early Help documentation is underway – due to conclude (bar mop ups) September 17.
	1c Staff/ partnership briefings on new CoN delivered	Josie Lee	All staff briefed	Sept 2017	Roll out of new CoN and associated documentation commenced June 2017 – due to conclude (bar mop ups) Sept 17.
	1d Refreshed CoN is operational	Josie Lee	Continuum of Need embedded in service and partner agencies.	Sept 2017	To coincide with new School term.
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> The number of early help assessments which lead to a single, or multi agency plan without referral to social care will be maintained or increase as agencies will be clear about the level at which further intervention is required. <b>Impact on KPIs –CONSEQUENTIAL.</b> Longer term, if there is a continuum of need which is widely understood, accepted and applied, the number of contacts will reduce, and there will be a reflection in conversion rates from contact to referral and referral to assessment. <b>By When? – Following implementation and roll out in September, direct and consequential impacts should be evident in the KPIs by January 2018.</b>					

<b>A2</b> Develop a multi-agency early help strategy for Blackpool which clearly outlines the expectations on providers of services to families across the town – and is about prevention through the utilisation of services already engaged.	<b>2a</b> Write and publish refreshed Early Help Strategy for Blackpool	Moya Foster	Engage and consult with partner agencies to ensure all early help services are captured in strategic planning. Early Help offer is well understood and stakeholder agencies can demonstrate that it is implemented.	September 2017	Engagement activity with partners has taken place. First draft of strategy is now being updated with feedback.
	<b>2b</b> Develop and articulate a clear vision and strategy of how Social Care and Internal Early Intervention services will work together to build preventative and recovery capacity (FiN, Children's Centres, Better Start, Head Start, etc.)	Moya Foster/ Cindy Hunter	Internal support services available to strengthen family resilience will be utilised to facilitate positive step down plans from statutory services.	September 2017	
	<b>2c</b> Develop "early help offer on a page" product	Moya Foster/ Cindy Hunter	Clarity for all Safeguarding and Permanence teams on the support available via EH.	September 2017	
	<b>2d</b> Develop clear	Kathy Gardener/	Long term – reduction in re referral rates,	September 2017	Clear guidance being developed jointly by Kathy Gardener and Suzy Robertson.

	step down/ direct access process to FiN and other services where statutory intervention not required	Suzy Robertson	reduction in contacts/ referrals at the front door.		Needs to be brought in to discussions about Journey of the Child. Proposal for a new approach to receiving concerns which may not require a statutory intervention will be presented to CMT.
<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> Referrals to FiN from external and internal services will be appropriate and will be outcome focussed.</p> <p><b>Impact on KPIs – CONSEQUENTIAL.</b> Longer term, the relationship between FiN and Children’s Social Care will continue to improve and communication and joint working will be evident across cases.</p> <p><b>By When? – Following implementation and roll out in September, direct and consequential impacts should be evident in the KPIs by January 2018.</b></p>					
<p><b>A3</b></p> <p>Review aims and objectives of MASH and lead on systems redesign for Blackpool which targets appropriate resource from Police and social care focussed on determining the right intervention designed to prevent escalations to formal services</p>	<p>3a</p> <p>Speak to Police about no longer sharing “standard” PVPs.</p>	Diane Booth	Anticipate immediate reduction in contact volumes.	September 2017	Early discussions have taken place with local and regional Police stakeholders about the suitability of the MASH process in Blackpool and a fundamental shift in approach including ceasing “standard” PVPs. Meeting scheduled for 31 July 2017.
	<p>3b</p> <p>Work with Police to redesign a multi-agency “receive, review and respond” approach to concerns raised through the PVP process that is more focussed on the right person/ agency responding when</p>	Diane Booth	A new approach is designed, agreed and resources in place to deliver a new way of working that reduces unnecessary contacts long term.	November 2017	<p>Key questions currently being worked through - should MASH sit with CSC duty or would more of an early help focus be appropriate?</p> <p>Can there be more face to face joint assessment and intervention rather than information exchange?</p> <p>Mash group formed – draft new ways of working to be circulated ahead of meeting date in September 2017.</p>

	a response is required.				
<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> There will be a reduction in the number of “contacts” attributable to the MASH process.</p> <p><b>Impact on KPIs –CONSEQUENTIAL.</b> – A different approach to introduce genuine multi-disciplinary working with the Police and Health will support early help and preventative work. There will be more early help plans which have the Police, Schools and Health working together without statutory Social Care involvement.</p> <p><b>By When? – Following implementation and roll out by December 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</b></p>					
<p><b>A4</b></p> <p>Embed defensible decision making at the right level for work presented to Childrens Social Care which is proportionate to risk and commitment.</p> <p>Develop a risk management approach to support effective practice, determine learning needs of managers, develop and deliver training.</p>	4a Revise and share scheme of delegation documents including early oversight from management on decision making.	Cindy Hunter	Clear and Evidenced Decision Making at all points in the journey of the child.	June 2017	Revised scheme of delegation signed off and operationally implemented. <b>COMPLETE</b>
	4b Ensure no Section 17 assessments are accepted without clear informed consent and receipt of appropriate assessment documents.	Cindy Hunter	Challenging the relationship with other agencies ensuring that assessments are in place before referrals are accepted.	September 2017	Message has been cascaded, audits required to ensure compliance.
	4c Embed Independent Reviewing Officer role in to Initial	Cindy Hunter/ Steve Cook	Ensuring that the IRO is engaged in the process at the right time to support effective case progression.	September 2017	

	Child Protection Conference decision making				
	4d Ensure assessment checkpoints are established and embedded through the initial assessment process.	Cindy Hunter/ Kathy Gardener	Ensure that there are clear “checkpoints” throughout the life of a case for managers to review with case holders what progress is being made and challenge the input and outcomes being achieved.	September 2017	
	4e Evaluate the implementation of “Risk Sensible” type approach (preferred tool as already in use in Lancs and BwD so reduced training requirement for agencies working across boundaries)	Tony Morrissey	A risk management tool supporting positive case management approach in place to support assessment and decision making process.	July 2017	Complete – Risk Sensible model to be applied in Blackpool.
	4f Purchase model	Diane Booth		August 2017	
	4g Implement new way of working applying model	Tony Morrissey		September 2017	
	4h	Cindy Hunter		September 2017	

	Development and delivery of practice standards to include compliance with data requirements.		the expected standards of service, recording and timelines which they are required to comply with.		
	4i Ensure that all work transferred from team to team is done to a consistently high standard with all key work completed before transfer point.	Cindy Hunter	Compliance standards will be met.	September 2017	
	4j Where work is “shared” between teams/ services working together to manage risk and achieve outcomes one consistent plan should be developed and a lead professional identified to hold	Cindy Hunter/ Moya Foster.	It will be clear to all plan participants what outcomes are to be delivered to support the child/ young person and no plans will be working in opposition.	September 2017	



	and update it.				
	4k Audits to take place across cases and to lead to development of improved recording and lessons learned.	Cindy Hunter			Auditors are in place and providing effective feedback.
<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> Staff will have clarity about the decision making process and there will be evidence that thresholds and risk tools are applied in appropriate considerations . There will be evidence of improved compliance with recording standards. Audits will evidence good workflow management and a reduction in drift and delay. Transfers between teams will be safe and effective and in the best interests of the child. Decision making in relation to risk will be well evidenced and supported by a clear toolkit.</p> <p><b>Impact on KPIs –CONSEQUENTIAL.</b> – Staff confidence and recording quality will improve with the tools in place to support the assessment and recording process. Fewer cases will be referred up to senior managers for decision making where they do not agree with the recommendation from the worker and their manager. There will be a reduction in section 47 enquiry rates which are currently high.</p> <p><b>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</b></p>					
<b>A5</b> Develop data set to support management oversight at all levels regarding demand at the Front Door which is live, and supports effective decision making and resource management	5a Dashboard of performance indicators available to first line managers support resource management to ensure compliance.	Tony Morrissey	Managers at all levels will have access to the performance information which supports effective decision making and resource management. Improve compliance with key performance indicators that are within managers control i.e.– - % assessments completed within 45 days - section 47 enquiries initiated	September 2017	Business Information Team (BIT) working with CSMT to develop and deliver new dashboard and reports which are accessible directly by the manager. Timetable for delivery of new reports is in place with clear prioritisation.

<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> There will be evidence of the application of the performance information with an increase in compliance KPIs including assessments within timescales, LAC and CP visits etc.</p> <p><b>Impact on KPIs –CONSEQUENTIAL.</b> – Managers use of data will become more sophisticated and they will start to direct the BIT team to support them to get the information they need to direct performance improvements.</p> <p><b>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</b></p>					
<p><b>A6</b></p> <p>Consider the implementation of a portal to MOSAIC to allow third parties to directly input information on to the system and allow authorised third parties to access basic information</p>	<p>6a</p> <p>Business case to be developed to outline cost/benefit analysis of a portal from Corelogic.</p>	<p>Sara Coombs</p>	<p>Reduced calls to front door to check basic information (whether case is open, name of allocated worker) and increased quality of information exchange.</p>	<p>Sept 17</p>	<p>Systems team to research the cost and delivery plan for a portal for consideration of a business case.</p>
<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> There will be a reduction in the volume of calls at the front door services to obtain basic information as this will be accessible directly.</p> <p><b>Impact on KPIs –CONSEQUENTIAL.</b> – Information sharing and joint working across agencies will be more easily facilitated.</p> <p><b>By When? April 2018.</b></p>					
<p><b>A7</b></p> <p>Consider services currently within management scope and ensure that focus is on statutory functions and management time is released to develop practice and system</p>	<p>7a</p> <p>Recruit new Service Manager to support a reduction in the workload of the current “our Children” service manager</p>	<p>Diane Booth</p>	<p>More focus on compliance and service development through increased focus in both provider and LAC teams.</p>	<p>Sept 17</p>	<p>Recruitment complete – new employee to join service managers on the 14<sup>th</sup> August</p>

change.					
<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> Team managers will reports feeling more supported, and Service Manager attention will be possible in “lower risk” and “lower volume” areas than is currently possible with existing resource.</p> <p><b>Impact on KPIs –CONSEQUENTIAL.</b> – There will be more development and engagement activity from provider services and any concerns about conflict of interest which are current will be allayed.</p> <p><b>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</b></p>					
<p><b>A8</b></p> <p>Understand financial pressures and ensure robust processes and sign off procedures are in place for all appropriate spend. Ensure that payments from individuals and other agencies are recovered promptly, that children are supported to budget as part of their transition to adulthood and that spend is appropriately controlled.</p>	<p><b>8a</b></p> <p>Blackpool Young Peoples Service to develop a plan to review and address concerns about care leaver financial management to ensure that spend is appropriate and proportionate and that there no duplication of commitment or spend between social workers and PAs</p>	Moya Foster	Ensure that there are appropriate steps in place to support young people to budget and make positive and responsible spending decisions	Sept 2017	
	<p><b>8b</b></p> <p>Transparency of budget regularly shared with staff and team managers</p>	Diane Booth	Staff and managers will have a greater level of understanding of the relationship between performance and budget.	August 2017	Complete – information now shared at CSMT.

	8c Develop a Charging Policy for Children in Care.	Diane Booth	There will be a clear policy statement on the responsibility of parents to contribute in appropriate circumstances to the cost of care.	October 2017	
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> The budget pressure will reduce over the year. <b>Impact on KPIs –CONSEQUENTIAL.</b> – Projects and initiatives which are designed as invest to save will be possible and will deliver long term benefits. <b>By When? – April 2018.</b>					
<b>A9</b> Ensure that there are clear terms of reference for all panel meetings and all submission requirements are proportionate and built in to MOSAIC	9a Review panel arrangements in place for the key decisions and ensure they are focussed and effective.	Cindy Hunter	A revised panel process which is focussed and is making anticipatory decisions.	August 2017	
	9b New processes built in to MOSAIC when required	Cindy Hunter		December 2017	
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> Staff will have more time to work on cases as time is freed up from panel paperwork and attendance. <b>Impact on KPIs –CONSEQUENTIAL.</b> – Quality of recording and decision making will improve as panel process is more focussed and timely. <b>By When? – January 2018</b>					
<b>A10</b> Understand the issues that create delay and unnecessary transfer points through the	10a Review the journey of the child through the whole system	CSMT/ Dartington/ CDU	Timely decisions will be taken to support the incremental transformation of the service at a pace which	December 2017	1 <sup>st</sup> Journey of the child session held – Dartington co-facilitated. Plans in place for next session to build on lessons learned. Future workshops will be full days.

Journey of the Child	and functions.		delivers performance improvement and takes staff and service users on a supportive journey.		
	10b Review the care planning process	Cindy Hunter		Sept 2017	
	10c Amalgamate under and over 12s teams to create a permanence team	Vera Hadwin		Sept 2017	Staff consultation has closed and feedback received. Implementation to progress with a supportive training plan. Unions consulted.
	10d Review and reduce paperwork in place supporting practice	Cindy Hunter		Sept 2017	
	10e Develop robust monitoring systems and management oversight	Cindy Hunter		Sept 2017	
	10f Develop data set to support tracking and outcomes	CDU/ BIT		Sept 2017	
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> Change will be impactful on the budget pressure, LAC and CiN figures. <b>Impact on KPIs –CONSEQUENTIAL.</b> – Staff will be engaged in a change programme and understand the need for change.					

By When? – April 2018					
<b>A11</b> Work with Dartington to build a model for the social care legislative system design that can be used to forecast the impact of structural, practice and process change on performance.	<b>11a</b> Develop workshop format to share System Dynamic theory with key staff and stakeholders. Develop data to support retrospective data modelling.	Josie Lee/ CDU	There will be a model built by Dartington which has been based on the Blackpool system and has retrospective data which can be used to forecast the impact of prospective change on performance	October 2017	Data requirements to be met by second week in August, Dartington workshops arranged to review Systems Map for 12 <sup>th</sup> and 13 <sup>th</sup> Sept, stakeholders from across social care, education, health and police invited to attend.
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> The model will forecast the impact of change on the KPIs and this will be delivered as expected. <b>Impact on KPIs –CONSEQUENTIAL.</b> – Future change will be tested in the model before implementation and improvements will be clearly monitored.					
By When? – July 2018					
<b>A12</b> Review all plans and outcomes from reviews over past two years and ensure actions have either been implemented or plans are clear on delivery.	<b>12a</b> A review to take place of audits, SCR outcomes, commissioning reviews and action plans to be checked for implementation.	Kate Aldridge	There will be an understanding of where recommendations have been made that have not been implemented, and the reason why, so that these can be implemented if they remain relevant, or lessons can be learned to ensure that future recommendations for change are seen through.	October 2017	
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> There will be evidence of the application of the performance information with an increase in compliance KPIs and reduction in Sec 47 enquiries.					

<b>Impact on KPIs –CONSEQUENTIAL.</b> – Managers use of data will become more sophisticated and they will start to direct the BIT team to support them to get the information they need to direct performance improvements. <b>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</b>					
<b>A13</b> DCS to review communication methods and frequency. Impact to be monitored with staff group.	13a Visioning and Engagement Days to be delivered directly to all staff.	Diane Booth		July 2018	Dates sent to all teams
	13b New “brief” sent weekly from DCS.	Diane Booth		July 2018	Brief cascaded weekly
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> Staff will report an improvement in communications. <b>Impact on KPIs –CONSEQUENTIAL.</b> – Staff will receive a single, clear message and feel engaged in a transformative service. <b>By When? – April 2018</b>					
<b>A14</b> Improve approach to staff recruitment and retention across the service	14a Ensure that there is a robust business case for all recruitment requests made to CLT	CSMT		July 2018	
	Implement support identified to improve retention including “compliance Fridays” and “stop the clock”	CSMT	Data cleansing will be brought up to date, and recording quality and compliance will be supported.	July 2018	Implementation under way .

	days.				
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> Recruitment will progress more promptly through the system and the quality of business cases will improve. Staff will report feeling more supported and express a desire to remain with the service. <b>Impact on KPIs –CONSEQUENTIAL.</b> – Retention rates will improve. <b>By When? – October 2017.</b>					
<b>A15</b> Ensure that new and developing services have clear plans and governance and risk management arrangements in place. Including the Link, BYPS, Pause etc.	15a Implement and evaluate joint working project with key lead workers in the Blackpool Young Peoples service and share learning points.	Moya Foster		Sept 2017	
	15b Ensure that there are clear impact measures defined for Blackpool Young Peoples Service	Moya Foster		Sept 2017	
	15c Ensure that there are clear impact measures defined for The Link	Vera Hadwin		Sept 2017	
	15d Ensure that there are clear impact measures	Moya Foster		Sept 2017	



	defined for Pause				
	15e Review the Family Group Conferencing offer, and pathways targeting edge of care.	Steve Cook/ Josie Lee		Sept 2017	
	15f Determine any gaps in service evident in early help and/ or social care and consider how this can be addressed	CSMT		December 2017	
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> Projects will have identified KPIs which are measurable and outcome focussed. <b>Impact on KPIs –CONSEQUENTIAL.</b> – Areas where joint working is effective will be used as learning tools for further developments. <b>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</b>					
<b>A16</b> Review positive pathways for homeless 16/17 year olds and care leavers.	16a Develop a positive pathway which supports young people to access and maintain appropriate housing	Josie Lee	Joint work with Housing needs will lead to a strategy and process which is supportive and preventative.		
<b>How will we know if this has been effective?</b> <b>Impact on KPIs – DIRECT.</b> Young people will not become LAC because of a lack of appropriate housing.					

<b>Impact on KPIs –CONSEQUENTIAL.</b> –Housing strategy will support LAC as well as ensuring that LAC status is not applied where needs can be met in an alternative way. <b>By When? – April 2018</b>					
<b>A17</b> Develop and roll out a phased discharge strategy which supports a positive risk management approach, is proportionate to capacity, is focussed and dynamic.	<b>17a</b> Increase adoption activity – including reviewing the process in place to ensure that local families are encouraged to adopt in Blackpool.	Josie Lee		August 2017	
	<b>17b</b> Understand the current LAC cohort and identify cases where accelerated discharge is an option to explore.	Josie Lee		August 2017	Discharge plan in place and shared with CSMT and CLT – implementation underway.
	<b>17c</b> Phase one of detailed discharge plan approved and implemented	Josie Lee		August 2017	CLT approval received and implementation underway.
	<b>17d</b> Phase 2 of detailed	Josie Lee		October 2017	

	discharge plan approved and implemented				
	17e Introduce and embed IRO midpoint reviews	Steve Cook		July 2017	
<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> Discharge activity will increase and we will not see a consequential impact on the front door with cases being re referred due to poor discharge planning. Spend on adoption placement costs will reduce, without a reduction in adoption numbers.</p> <p><b>Impact on KPIs –CONSEQUENTIAL.</b> – New ways of working will develop to reduce drift and delay and ensure that children and young people are only “looked after” or on a plan for the period that this is beneficial and necessary.</p> <p><b>By When? – Following implementation and roll out by September 2018, direct and consequential impacts should be evident in the KPIs by January 2018.</b></p>					
<b>A18</b> Compliance and data cleansing exercise – ensure that all records are up to date and accurate on the MOSAIC system and outstanding workflow items are dealt with.	18a “Stop the Clock” days to be used across teams to ensure that workflows are up to date.	CSMT		Sept 2017	Implementation underway.
<p><b>How will we know if this has been effective?</b></p> <p><b>Impact on KPIs – DIRECT.</b> Data on the MOSAIC system will be up to date and recording quality will be high.</p> <p><b>Impact on KPIs –CONSEQUENTIAL.</b> – The records of children and families will be accurate and robust decision making evident without outstanding workflow items.</p> <p><b>By When? – October 2017.</b></p>					
<b>A19</b> Support collation of the OFSTED self- view tool as part of pilot exercise.	19a Review information required for self assessment for	CDU supporting Josie Lee and Amanda Whitehead	<i>There will be an honest appraisal submitted to OFSTED which is clearly demonstrates that Blackpool leaders have a</i>	1 <sup>st</sup> draft 11 <sup>th</sup> September Final draft 26 <sup>th</sup> Sept.	

	social care and education and support a focus on – 1 – What do we know about quality of practice and leadership in each area 2 – How do we know this/ supporting evidence 3 – Plans for the next 12 months to improve.		<i>clear evidenced based view of the performance, practice and improvement journey for Social Care and Education and that there are plans in place to deliver further improvements which are effective and sustainable.</i>		
	19b Positive challenge from “critical friends” prior to submission	Josie Lee and Amanda Whitehead		13 <sup>th</sup> October	